



EXPLANATION OF THE SYMBOLS

OF THE PAMPHLET

*Your*

# HANDBOOK

**Civilian Personnel Pamphlet No. 8**

**WAR DEPARTMENT**

## Foreword

*CIVILIANS for 150 years have worked in the War Department helping to organize, maintain, and train the United States Army. As a civilian employee of the Department you are serving your country. The better you do your job the more you will strengthen our fighting forces and hasten the day of victory.*

*YOU can best understand the importance of your job if you know something of the War Department and the Army. This booklet will acquaint you with the divisions of the Army and their work, the channels of authority within the War Department and other details that will aid you in being the efficient employee you are pledged to be.*

Revised FEBRUARY 1944

**THIS BOOK BELONGS TO**

# Contents

## Your Army

### ORGANIZATION OF THE WAR DEPARTMENT

	Page
Secretary of War . . . . .	1
Under Secretary of War . . . . .	1
Assistant Secretary of War . . . . .	2
Assistant Secretary of War for Air . . . . .	2
Administrative Assistant . . . . .	2
Bureau of Public Relations . . . . .	2
Chief of Staff . . . . .	2
Deputy Chief of Staff . . . . .	3
The Secretariat . . . . .	3
General Staff . . . . .	3
G-1—Personnel . . . . .	4
G-2—Military Intelligence . . . . .	4
G-3—Organization and Training . . . . .	4
G-4—Supply . . . . .	4
Operations Division . . . . .	5
Special Staff . . . . .	5
Civil Affairs Division . . . . .	5
Manpower Board . . . . .	5
Legislative and Liaison Division . . . . .	5
Inspector General . . . . .	5
Budget Officer . . . . .	6

### ORGANIZATION OF THE ARMY

Army Ground Forces . . . . .	6
Army Air Forces . . . . .	8
Army Service Forces . . . . .	9
Staff Divisions . . . . .	10
Technical Services . . . . .	11
Service Commands . . . . .	12

THE ARMY IN COMBAT . . . . .	12
------------------------------	----

# Your Job

### REGULATIONS

	Page
Civilian Policy . . . . .	13
Appointment . . . . .	14
Regular . . . . .	14
Emergency . . . . .	15
Hours of Work . . . . .	15
Pay Period . . . . .	15
Classification . . . . .	16
Promotion . . . . .	25
Through Vacancy . . . . .	26
Through Reclassification . . . . .	26
Through Efficient Service . . . . .	27
Through Meritorious Service . . . . .	29
Ungraded Jobs . . . . .	29
Leave . . . . .	30
Annual . . . . .	30
Sick . . . . .	31
Military Furlough . . . . .	31
Without Pay . . . . .	32
Court Witness . . . . .	32
Jury Service . . . . .	32
Separation . . . . .	32
Discharge . . . . .	32
Resignation . . . . .	33
Refund of Retirement Deductions . . . . .	33
Reemployment . . . . .	34
Suspension . . . . .	34
Transfer . . . . .	34
Retirement . . . . .	35
Disability Compensation . . . . .	36
Dual Compensation . . . . .	36

### RESPONSIBILITIES

Badges and Passes . . . . .	37
Confidential Information . . . . .	37
Political Activities . . . . .	38
Soliciting and Canvassing . . . . .	38
Use of Mail and Telephone . . . . .	38
Payment of Debt . . . . .	39

	<i>Page</i>
Air Raid Precautions . . . . .	39
Employee Suggestions . . . . .	39
Civilian Service Emblems . . . . .	40
After the War? . . . . .	40

## APPENDIX

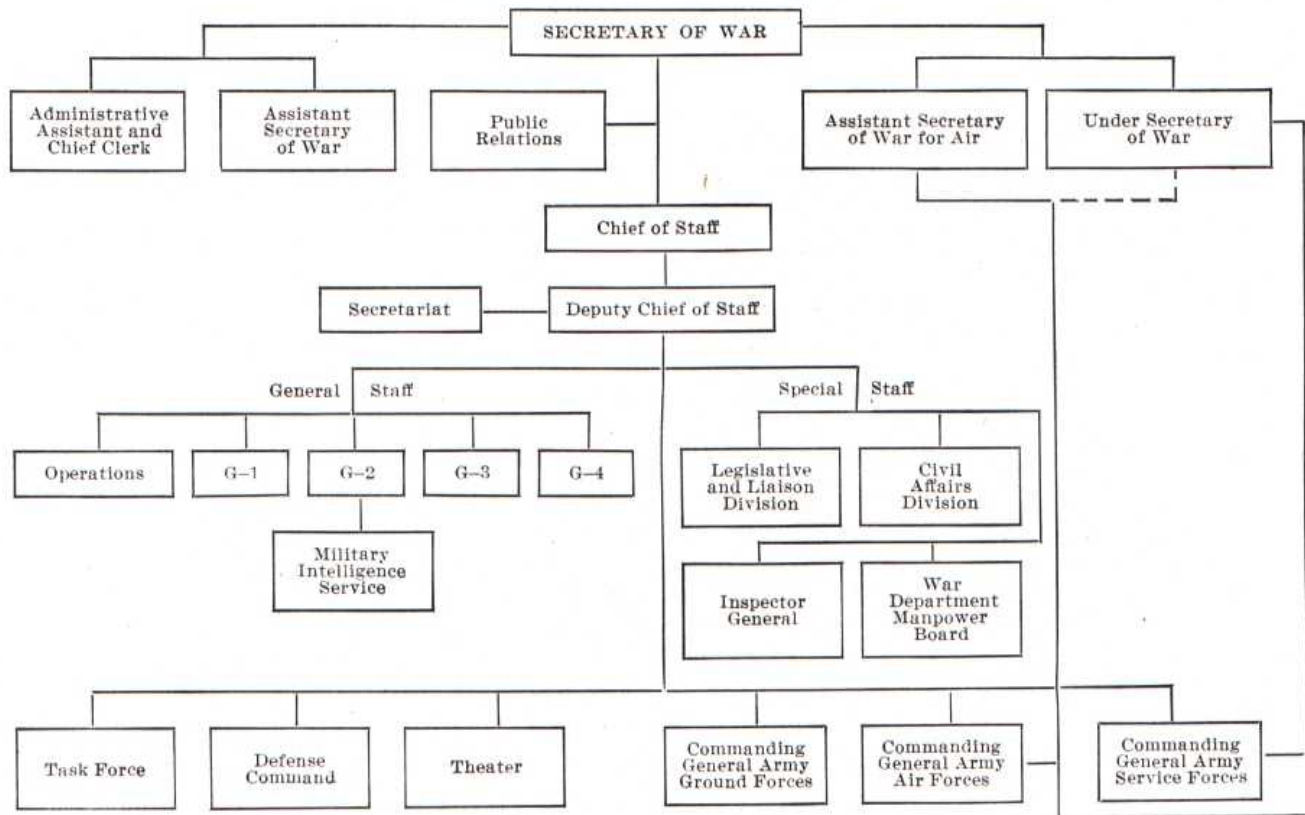
Employee Relations Policy . . . . .	41
-------------------------------------	----

# ILLUSTRATIONS

## Pages 17-24

B17-E Flying Fortress . . . . .	17
Civilians belt-loading machine gun ammunition . . . . .	18
Civilians attaching head harness to gas masks . . . . .	20
Civilian folding a parachute . . . . .	22
Munitions Building clerical workers . . . . .	24

# ORGANIZATION OF THE ARMY





# **YOUR ARMY**

## **ORGANIZATION OF THE WAR DEPARTMENT**

Today's Army is designed for one purpose—to carry the fight to the enemy. All organizations within the Army, the War Department, the General Staff, all Washington's administrative offices have but one goal—to help provide properly trained, well-equipped, and vigorously directed troops so that commanding officers at the front are free of all responsibilities not directly pertaining to tactical operations.

### **Secretary of War**

The Secretary of War as head of the Department is directly responsible to the President. He carries out the President's policies with regard to the Army and represents the Army in world affairs. He is responsible for the proper execution of measures of the National Defense Act and for the protection of continental United States. He is charged with maintenance and operation of all Army bases, the security of the Panama Canal, harbor and seacoast fortifications, and the improvement and development of Army equipment. Like the president of a large business concern, he is also charged with management of all Army affairs.

The Secretary of War has many duties other than those directly pertaining to national defense. Among these are surveys of international boundaries and boundary waters, the construction of national monuments and memorials, the establishment of harbor lines, the approval of construction of bridges, and the issuance of permits for construction on navigable waters.

### **Under Secretary of War**

Together with a Director of Production, the Under Secretary of War is concerned with the legislative and planning aspects of the Army's procurement and production program, maintaining close advisory relationship with activities in the Army Service Forces and the matériel command of the Army Air Forces. The responsibilities of the Under Secretary of War in matters of procurement and production involve policies, broad directives, and advice. In addition, the Under Secretary

represents the Department on many related boards and commissions, such as the War Manpower Commission, and others.

### **Assistant Secretary of War**

As a general assistant to the Secretary, the Assistant Secretary serves in a broad variety of activities. He is concerned with the Department's and the Army's regulations, emergency problems, and certain of the Department's external relationships.

### **Assistant Secretary of War for Air**

The Assistant Secretary of War for Air plans the air programs with the Commanding General and the staff officers of the Army Air Forces.

### **Administrative Assistant**

The Administrative Assistant keeps the Office of the Secretary of War functioning smoothly and directs certain housekeeping functions for the War Department in Washington, such as procurement, information, space, etc. Under his guidance the Director of Civilian Personnel and Training is responsible for formulation of policies and regulations affecting the status and training of more than a million civilian employees in the Department. These policies are administered by Department civilian personnel offices.

### **Bureau of Public Relations**

The War Department Bureau of Public Relations distributes information material of general public interest through the press, radio, and motion pictures. Manned by Army officers and civilians, the Bureau works closely with the Office of War Information in the release of news concerning military operations. For the purpose of disseminating military information to the public the Director of the Bureau of Public Relations also reports to the Secretary of War.

### **Chief of Staff**

As the highest ranking Army officer the Chief of Staff has responsibilities pertaining to strategy, combat, planning, and employment of troops in accordance with directives and policies of the President, Commander-in-Chief of the Armed Forces.



Besides directing the General Staff and acting as chief executive of the three main divisions of the Army, the Chief of Staff joins the Secretary and Under Secretary of War in the daily War Council.

The Chief of Staff issues all tactical orders to the various theaters of operations. To issue these orders in the conduct of war, the Chief of Staff heads the Operations Division which formulates the main strategy of war and directs the program of the Army. His orders are final in all units of the Army, and his advice is considered in all legislation concerning the Service.

The Chief of Staff is the immediate adviser of the President and the Secretary of War on all matters pertaining to the organization and management of the Army.

### **Deputy Chief of Staff**

To aid in the over-all direction of the Army, the Chief of Staff has a Deputy Chief of Staff. Serving as a second in command, the Deputy Chief of Staff deals with all phases of the military program, functions closely with all divisions of the General Staff, and represents the Army at War Councils with other services or national representatives.

### **The Secretariat**

In order to coordinate the activities of the various General Staff divisions and insure that matters of immediate action are brought to the attention of the proper officers, the Office of the Deputy Chief of Staff has a Secretariat.

### **General Staff**

The principal advisers to the Chief of Staff form the War Department General Staff. The General Staff is a small, compact, closely coordinated group of less than 100 officers who as specialists represent all branches of the Army in developing plans and program for military operations. The General Staff provides the broad, basic studies from which are developed the decisions of the Commanding Generals of the Army Ground Forces, the Army Air Forces, the Army Service Forces, the defense commands, the oversea task forces and theaters of operation.

The various divisions of the General Staff coordinate the development of the Army as a well-balanced, efficient fighting Army team. To accomplish this the General Staff is divided into five parts:

## **G-1—Personnel**

G-1, the Personnel Division of the General Staff, is responsible for the policies pertaining to individual members of the military establishment. G-1 prepares and governs the distribution orders assigning officers and enlisted men throughout the Army. Policies governing assignments, promotions, transfers, and retirements of Army personnel are formulated by G-1. Procurement policies relating both to officers and enlisted men come from G-1 to meet the requirements indicated by the Chief of Staff.

Staff matters affecting the morale, welfare, and moral standards of all individuals of the Army are coordinated with the various civil and military agencies by G-1. Likewise the policies governing the families of members of the Army and the education and care of soldiers are responsibilities of G-1.

## **G-2—Military Intelligence**

G-2 collects, evaluates, and disseminates information, both at home and abroad, valuable to the Army. It operates a counterintelligence branch. It is concerned with subversive activities. G-2 decides what military information must remain confidential and within the Army for the protection of its interests and what may be released to the public after it has been analyzed for its military value.

## **G-3—Organization and Training**

G-3 formulates the policies governing mobilization and demobilization, and determines the size and number of units of the Army. It is responsible for the training of individuals and units, joining with the Navy in establishing its curriculum pertaining to training where the Navy will be affected. To enable units to carry out its policies concerning training and operation, G-3 makes allocations of equipment and establishes the tables of allowances under which the various components of the Army are formed and equipped.

## **G-4—Supply**

G-4 prepares and maintains the broad basic supply plans required by mobilization, training, and strategic plans. It furnishes the Commanding Generals of the Army Air Forces, the Army Ground Forces, and the Army Service Forces with these plans under which they can make their own detailed programs. It assists in determining the priorities of supply between the various combatant units of the Army. G-4 is responsible for policies governing storage, distribution, procurement, construction, repair, maintenance, and property accountability within the Army.

## **Operations Division**

In collaboration with G-2, the Operations Division maintains current estimates of the military situation to determine military policies, objectives, and requirements. It makes preliminary studies, estimates and plans for activities within the theaters of operations, and prepares the directives to the various task forces or the commanders of theaters. From Operations come the officers who form the Joint Strategic Committee, a group coordinating with the Navy in the general war effort.

Operations records the status of Army units en route to and in the various combat zones, watching the availability of other troops and equipment considered in further planning and operations. It studies the proper proportions of units needed to provide the theaters of operation with balanced forces. Operations presents the needs of the Army to the Lend-Lease and Munitions Allocations Board.

## **Special Staff**

The Chief of Staff has a Special Staff consisting of the Civil Affairs Division, Manpower Board, Legislative and Liaison Division, Inspector General's Office, and Budget Officer.

## **Civil Affairs Division**

The primary function of the Civil Affairs Division is to advise the Secretary of War on all civil matters in areas occupied as a result of military operations.

## **Manpower Board**

The Chief of Staff has established a Manpower Board under his immediate supervision to make recommendations for more effective utilization of manpower.

## **Legislative and Liaison Division**

The Legislative and Liaison Division supervises the preparation of legislation requested by the War Department, prepares reports to Committees of Congress, maintains liaison with Congress, and prepares reports on legislation affecting the Army.

## **Inspector General**

The Inspector General makes investigational inquiries. Representatives survey and evaluate operations. Investigations are prescribed by law or directed by the Secretary of War or the Chief of Staff.



## **Budget Officer**

The Budget Officer coordinates and explains budget estimates for presentation to Congress, and allots the funds appropriated by Congress to the Services and Forces.

## **ORGANIZATION OF THE ARMY**

To fight the enemy successfully the Army must have three strong forces. One force throws its might against the enemy on the ground, pounding his strongholds, penetrating his lines with tanks and armored cars, resisting and throwing back his front and cutting off his flanks with highly mobile troops.

To overpower the enemy on the ground the Army Ground Forces uses the guns of the Artillery, the impact of the Armored Force, and the individual firepower of the Infantry.

Simultaneously the Army Air Forces must establish supremacy in the air. This air supremacy restricts the bombing and strafing of our land and sea forces, our bases, and transportation. Similar enemy military targets can be heavily and continuously attacked by our aircraft. Strategically, the Air Forces attack the nerve centers of the enemy industrial and transportation systems to destroy the enemy home front and starve its fighting forces.

How do these two fighting forces maintain these fronts? Tanks and planes need fuel; men need food and shelter. There must be an endless flow of guns and other supplies to the front lines established by the troops on the ground and in the air. Someone also must carry on the administrative work for these millions of men, must evacuate their wounded and train their replacements.

This work is done by the third force—the Army Service Forces—lest the other two starve at the front lines they have established, the arms which they carry silenced from lack of ammunition, their tanks and planes stalled beside refueling points.

Thus the Army of the United States is made up of the Army Ground Forces, the Army Air Forces, and the Army Service Forces. These three forces are united in one effort—to mobilize and direct the resources and manpower of the Nation in the war which we fight. And in these branches, as soldiers without uniforms, you will be offering your contribution to the war.

## **Army Ground Forces**

The Commanding General of the Army Ground Forces provides ground troops ready for combat to commanders of theaters of operation, task

forces, and defense commands. He organizes, equips, and trains units of field artillery, infantry, coast artillery, cavalry, and armored force. According to the directives of the Chief of Staff, he trains and equips troops for task forces—ski troops, air-borne troops, desert troops, barrage-balloon troops, and tank-destroyer forces for antitank warfare. Among the special commands of the Army Ground Forces are the antiaircraft command, replacement training centers, replacement and school command, armored force, desert training center, air-borne command, mountain training center, and the tank-destroyer center.

The Army Ground Forces General Staff has essentially the same composition as the War Department General Staff, with seven sections: Chief of Staff; G-1 or Personnel; G-2 or Military Intelligence; G-3 or Operations and Training; G-4 or Supply and Transportation; Plans; and Requirements.

*Chief of Staff*—includes the deputy chief of staff, secretariat, statistics section, and office of technical information.

*G-1 (Personnel)*—plans and policies on personnel, recreation, welfare, awards, decorations, etc., assignment and reassignment of commissioned personnel of the Army Ground Forces, promotion of officers (except general officers), leaves of absence, retirement and resignation of officers under current regulations and policies, and liaison with appropriate agencies of the War Department General Staff, Army Air Forces, and Army Service Forces with reference to personnel matters.

*G-2 (Military Intelligence)*—combat intelligence training and counter-intelligence; procurement analysis and dissemination of information on foreign trends and development in weapons, equipment, and methods of warfare.

*G-3 (Operations and Training)*—organization, mobilization, training, assignment and movement of troops, tactical units and task forces; and training for desert, mountain, parachute, air-borne, air-ground, and other specialized operations.

*G-4 (Supply)*—transportation, hospitalization, evacuation, construction, maintenance, and supply.

*Plans Section*—long-range plans and policies; coordination of general plans prepared by other sections of the Ground Forces; liaison with the Department General Staff Operations Division.

*Requirements Section*—organization, control, and coordination of branch boards (infantry board, field artillery board, etc.); preparation and supervision of training manuals and visual training aids; preparation of tables of organization and basic allowances for the ground arms; general



supervision over the Infantry, Field Artillery, Coast Artillery, and Cavalry journals.

The Army Ground Forces also has a special staff consisting of the following sections: Adjutant General, Engineer, Medical, Ordnance, Quartermaster, Signal, Fiscal, Chemical, and Headquarters Commandant.

## **Army Air Forces**

The development and effective application of air power is the responsibility of the Army Air Forces. Aerial fighter, bombardment, observation, reconnaissance, troop carrier, and transport are all phases of this responsibility.

The Commanding General of the Army Air Forces is assisted by an Advisory Council, a Chief of Air Staff, three Deputy Chiefs of Air Staff, six major divisions of Air Staff, each headed by an Assistant Chief of Air Staff; certain other Air Staff officers, the Commands and the Air Forces.

The Chief of Air Staff assists and advises the Commanding General and executes his orders. He performs the duties of the Commanding General in his absence and directs, supervises and coordinates the activities of the Air Staff, the Commands, and the Air Forces. The Deputy Chiefs of Air Staff act as his assistants. Management Control, also attached to the Chief of Air Staff, is the management office of the Army Air Forces.

Each of the Assistant Chiefs of Air Staff has a special function. The Assistant Chief of Air Staff for personnel establishes policies for, plans, and supervises the Army Air Forces military and civilian personnel program. The Assistant Chief for intelligence establishes policies for plans, and supervises collections, evaluation, and dissemination of intelligence. The Assistant Chief for training establishes programs, policies, and standards and doctrines required to train individuals and units (except service units). The Assistant Chief for operations, commitments, and requirements converts approved plans into an integrated program with over-all schedules and priorities for the procurement and allocation of personnel, equipment, trained units, and replacement crews. The Assistant Chief for matériel, maintenance, and distribution establishes policies, plans, and programs with respect to logistics of the Army Air Forces, including research on the improvement of aircraft and other equipment. Sixth and last is the Assistant Chief for plans.

Other air organizations are: the Air Inspector, which supervises the inspection of Army Air Forces personnel and equipment prior to overseas movement; the Air Surgeon, responsible for medical, dental, and veterinary services; the Budget and Fiscal, which controls the expendi-

ture of funds; the Air Judge Advocate, the legal counsel; and Special Projects, which performs such special functions as assigned.

The operating elements of the Army Air Forces are the nine Commands, the four continental Air Forces, and the Air Forces in the various Theaters of Operation.

The Matériel Command supervises production of aviation technical equipment and aircraft. From the Matériel Command, aircraft is flown to its destination, but equipment moves to the Air Service Command, operator of technical supply and major repair depots of the Air Forces, for storage, maintenance, and distribution.

Closely allied with the Matériel Command is the Proving Ground Command where new designs and modifications in aircraft and equipment are tested for performance in flight under operating conditions.

The Training Command trains Air Force personnel—pilots, navigators, observers, bombardiers, and aerial gunners; ground crews, mechanics, radio operators, weather, photographic, armament, communications, and other personnel.

Products of the Training Command and Matériel Command converge in the four continental Air Forces for assembly and training as fighting units.

The four continental Air Forces are the operational training agencies of the Army Air Forces. They give personnel final training as combat units in addition to safeguarding us at home.

Other commands are the Air Transport Command, operator of the world's largest aerial freight and passenger service over routes covering much of the earth's surface; the Troop Carrier Command, which trains the Air Force personnel that works with and transports the air-borne infantry, glider-borne, and parachute troops; and the Anti-Submarine Command, responsible for locating and destroying hostile submarines and for assisting the Navy in the protection of friendly shipping.

The Flight Control Command establishes and enforces regulations controlling air traffic, and determines requirements for flying safety.

The School of Applied Tactics develops tactics and techniques for effective air operation and warfare and for training selected officers and enlisted men under simulated combat conditions.

The Air Forces in Theaters of Operation carry the combat to the enemy in sweeps over the channel or in bombing missions in the South Pacific or in photographic reconnaissance over enemy-held bases.

## Army Service Forces

The Army Service Forces develops, produces, distributes, and transports supplies and equipment for the Army. It also furnishes admin-



istrative services such as finance, legal, internal security, health and welfare, and the housing and communications required for military activities within the United States.

In the Office of the Commanding General of the Army Service Forces are: The Director of Plans and Operations, who plans certain operational activities of the Army Service Forces; the Control Division, concerned with the efficient execution of the mission of the Army Service Forces; and the Director of the Women's Army Corps, who recommends general policies for the procurement, training, and utilization of members of the Women's Army Corps.

The Commanding General of the Army Service Forces is assisted also by a Deputy Chief of Staff for Service Commands and staff divisions. As a part of the Office of the Deputy Chief of Staff for Service Commands, the Office of the Provost Marshal General provides trained military police, investigates civilians engaged in certain Army activities, interns prisoners of war, and trains personnel for civil affairs duties; the Intelligence Division prescribes and supervises certain Army Service Forces technical, domestic, and counterintelligence activities; and the National Guard Bureau is charged with administering the affairs of the National Guard (not in active service) and State Guard affairs for the War Department.

## Staff Divisions

The staff divisions of the Army Service Forces are grouped as follows:

*The Director of Personnel*—coordinating the Military Personnel Division, responsible for military personnel as individuals; Industrial Personnel Division, responsible for the best utilization of available civilian manpower; Officer Procurement Service, responsible for recruitment of civilians as officers; the Special Services Division which administers policies and procedures for Army Exchanges and provides facilities and programs for entertainment and recreation during off-duty hours; the Morale Services Division, which is concerned with the maintenance and improvement of morale of all military personnel wherever located (the Army newspaper "Yank" is one of its activities); Chief of Chaplains, responsible for the religious and moral welfare of military personnel regardless of affiliation; and the Executive for Reserve Officers Training Corps and Reserve Affairs.

*The Director of Military Training*—coordinating the Military Training Division which supervises and coordinates training, and the Army Specialized Training Division, responsible for training enlisted men in specialized fields.

*The Director of Supply*—coordinating and insuring distribution, maintenance, and storage of supplies and equipment for the United States Army under the jurisdiction of the Army Service Forces through the Stock Control Division, the Storage Division, and the Maintenance Division.

*The Director of Matériel*—supervising and coordinating the procurement and production of supplies and equipment except aircraft, through the Requirements, Purchases, Production, International, Renegotiation and Readjustment Divisions.

*The Fiscal Director*—disbursing and accounting for funds appropriated by Congress for the Army, responsible for the payment of all bills of the War Department, the payment of military and civilian salaries and wages.

*The Office of The Adjutant General*—administering records, correspondence, publications, decorations and awards, and operating the Army Postal Service.

*The Office of the Judge Advocate General*—serving as the chief law office and legal adviser of the War Department and supervising the system of military justice throughout the Army.

## Technical Services

The technical services develop, produce or procure, store and distribute supplies and equipment, and supervise procurement district offices, manufacturing plants, arsenals, proving grounds, depots, ports of embarkation, and other transportation agencies.

Major services or items of supplies and equipment for which the technical services are responsible include:

The Quartermaster Corps, responsible for food, clothing, fuel, and other materials of nonmilitary nature;

The Ordnance Department, responsible for tanks, combat and transport vehicles, artillery and small arms and their ammunition, bombs, grenades, pyrotechnics, mine equipment;

Chemical Warfare Service, responsible for smoke and incendiary materials, toxic gases, chemical weapons and munitions, rear-area smoke appliances, chemicals, ceramics, gas masks and other protective devices and materials;

Engineer Corps, responsible for construction work for the Army, also heavy and general construction equipment; surveying and map reproduction equipment and services, camouflage materials, antiaircraft searchlights, barrage balloons, airplane landing mats, demolition, water purification and distribution, firefighting, and gasoline and fuel-oil distributing equipment;

Signal Corps, responsible for the installation, maintenance, and operation of communications systems, including radio and radar, telephone, telegraph, teletype and facsimile equipment, meteorological, photographic, coding and cipher, messenger pigeons;

Medical Department, responsible for the selection, health, and medical treatment of military personnel and animals; and the

Transportation Corps, responsible for marine and railway transportation of the Army.

## **Service Commands**

For general administrative and supply purposes the continental United States has been divided into nine service commands, formerly known as corps areas; a tenth, outside the United States, is called the Northwest Service Command. The service commands are the responsibility of the Deputy Chief of Staff for Service Commands.

The service commands carry out all functions of the Army Service Forces within their areas; they are in effect the field agencies of the Army Service Forces within the United States and the area of the Northwest Service Command except for those activities directly performed by the technical services through their respective field installations and agencies.

## **THE ARMY IN COMBAT**

For actual combat operations the Army has three classifications: Theaters of operation, task forces, and defense commands.

A theater of operation is an area in which our troops are engaging the enemy. Its commanding general is in complete command and responsible only to the Chief of Staff. Troops and equipment, supplies and agencies furnished by any of the three forces come under the control of the commanding general when they enter the theater.

A task force is usually on a smaller scale than a theater of operation and organized for the sole purpose of accomplishing a particular mission. There are two conceptions of a task force. Whenever troops of the United States Army are employed in conjunction with others of the United Nations, they are commanded as a task force. Also, smaller groups formed to achieve a certain mission, to be disbanded when that mission is accomplished, are task forces. They might contain units of infantry, some from the armored force, some air force groups, and others. Such troops revert to their original organizations when the job is done.

Defense commands are task forces that hold territories in which the enemy is not immediately engaged. Should contact with the enemy be established they become theaters of operation.



# YOUR JOB

## REGULATIONS

Whether in an office or an arsenal your War Department job makes you a partner of our men in uniform. You have responsibilities in this partnership. You are expected to turn out a good day's work. You are expected to observe certain rules established for your protection and that of your Army. And you are expected to adjust yourself to working conditions that may not always be as favorable as you would like.

### Civilian Policy

The War Department's policy in its relations with civilian employees<sup>1</sup> is essentially as follows:

There will be no discrimination against employees on the grounds of race, sex, color, religion, creed, national origin, or political or other affiliation.

All appointments will be made in accordance with civil-service laws, which provide for the selection of applicants on the basis of merit and approved qualifications.

Every effort will be made to place each employee in that particular job for which he or she is best suited.

Promotions from within will be made wherever possible. Training programs are in effect to aid employees in preparing themselves for such promotions.

Equal pay for equal work is a fixed program of the Department and will be adhered to wherever possible.

In order to safeguard the health and welfare of its employees, the Department has provided safety programs and also medical and health education services.

The right of the employee to discuss any problem with his supervisor shall not be abridged, and, failing satisfactory settlement of such problems, appeals to higher authority through the necessary grievance machin-

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<sup>1</sup> See Appendix, Employee Relations Policy, page 40.

ery shall always be available. Petitions of employees, either individual or organized, shall be heard.

Employees have the right to join or refrain from joining any group or union which has for its purpose the improvement of working conditions.

All rulings defining the position and attitude of the War Department on personnel administration will be made known in order that all employees may be fully informed as regards their rights and obligations.

This policy is sponsored by all your superiors and all Department civilian personnel offices. The personnel office for your particular unit is your service organization. When you need assistance or have any questions about your job that cannot be taken care of by your immediate superior, do not hesitate to consult it.

The employee relations counselor in your personnel office is there to help you with problems affecting your working or living conditions. Your problems will be treated with the strictest confidence.

The civilian personnel office keeps the records of your employment. If you change your home address and telephone number notify that office. A change of name because of marriage or by court action should be reported immediately.

## **Appointment**

### **Regular**

All civilian employees in the War Department serve under civil-service rules and regulations.

If you were appointed before March 16, 1942, and received a probational appointment, you acquired a classified civil-service status—commonly known as permanent employment in the Government service—after satisfying a trial period of 6 months or a year.

As a permanent civil-service employee you have certain rights. You can be considered for transfer to another position within the same department or to another department or agency. You can be promoted to another higher-salaried job. You are assured that you will not be discharged for arbitrary or unjust reason on the part of your employer.

It does not mean that you have a lifetime job, however. If you should be discharged for proper reasons, your employing officer is required to notify you of the reason for your dismissal. You are given an opportunity to reply in writing to the charges which may be preferred against you. Finally, if you should be discharged without misconduct on your part, you may be reinstated to another position in the Federal Government.

The reinstatement privilege means that an employing officer who is satisfied with your qualifications and ability to hold the job may hire you without written examination.

### **Emergency**

Early in the emergency, to meet rapidly expanding personnel requirements, a class of appointments known as "Executive Order" appointments were established.

Executive Order No. 9063 later authorized the Civil Service Commission to approve emergency appointments under War Service Regulations. The Regulations became effective March 16, 1942.

Temporary appointments for one year or less made before this date automatically became War Service (Temporary) appointments. Other temporary appointments of an indefinite duration made before March 16, 1942, became War Service (Indefinite) appointments.

If you were appointed after March 16, 1942, your appointment is either a War Service Appointment (Indefinite) or War Service Appointment (Temporary).

War Service Appointments (Indefinite) are limited to the duration of the war plus six months thereafter, trial period of one year during which time you may be separated from the service simply upon notification. After a year's service you have the same rights as a permanent civil-service employee except that the tenure of your job is limited.

War Service Appointments (Temporary) are limited to a period of one year or less.

### **Hours of Work**

Employees in the departmental and field service of the War Department usually work 8 hours, 6 days a week. Different offices have different schedules. Ask your supervisor exactly what hours are kept in your office. Some offices maintain a 7-day schedule. If you work Sunday you are entitled to take your day off some other time during the week. Work loads may force supervisors to require longer hours and to depart occasionally from any scheduled granting of days off.

Congress has granted Government workers overtime pay for more than 40 hours a week. The necessity for work in excess of 48 hours must be certified in advance by your supervisor for overtime pay.

### **Pay Period**

You are paid weekly, biweekly, semimonthly, or monthly by check or in cash, depending on your place of employment.



If you do not already have a Social Security number you will be asked to get one. You need this number for pay identification. Use of this number does not affect your status under the Civil Service Retirement Act. Ask your personnel office how to apply for a Social Security number.

## Classification

The classification plan adopted by Congress in 1923 assures equal pay for equal work. Your civil service job along with others similar in nature has been analyzed and assigned to a particular class on the basis of its duties, responsibilities, and requirements. When appointed you were told that you would be a "Clerk-Typist," "Clerk-Stenographer," "Messenger," etc. The name by which your job is described is, in reality, the name of the class of positions to which your particular job belongs.

From a classification standpoint this job which you fill does not depend for its existence on your being employed in it. Your job is considered to be separate from and independent of you. Its duties and responsibilities may have existed before you were hired and continue to exist after you leave.

You may have wondered what the CAF, P, SP, CPC, or Ungr., on your notification of assignment means. These symbols are the abbreviations of the services which provide the primary breakdown of the job classification system. These services are: Clerical, Administrative and Fiscal (CAF); Professional (P); Sub-Professional (SP); and Crafts, Protective, and Custodial (CPC). Ungr. stands for the service which is made up of all positions specifically excluded from the formal classification plan. Most of the ungraded positions in the War Department are those of manufacturing and construction workers whose jobs are evaluated and salaries determined through wage-fixing procedures.

Congress divided each of the four services of the formal classification plan into grades, or levels of difficulty and responsibility. Each grade has a salary range. A certain salary is prescribed as the lowest rate for the grade and another as the highest. Between the highest and lowest rates is a series of intermediate salary steps. For example, grade CAF-1 has the following salary steps: \$1,260, \$1,320, \$1,380, \$1,440, \$1,500, \$1,560, and \$1,620.

A person must enter the Federal service at the beginning salary for the grade of the position to which he is appointed. Everyone who is appointed to a grade CAF-2 position, therefore, must be paid at the rate of \$1,440 at the time of his original appointment. The additional salary steps above the entrance rate provide for salary increases within the grade on the basis of efficiency and length of service.

Service and grade		Basic pay rates					Service and grade	
P	CAF	Minimum	Intermediate			Maximum	CPC	SP
...	...	\$720	\$780	\$840	\$900	\$960	1	.....
...	...	\$1,200-1,260	1,320	1,380	1,440	1,500	2	.....
...	...	1,200-1,260	1,320	1,380	1,440	\$1,500-1,560	.....	1
...	1	1,260-1,320	1,380	1,440	1,500	1,560-1,620	.....	.....
...	...	1,320-1,380	1,440	1,500	1,560	1,620	3	.....
...	...	1,320-1,380	1,440	1,500	1,560	1,620-1,680	.....	2
...	2	1,440-1,500	1,560	1,620	1,680	1,740-1,800	.....	3
...	...	1,500-1,560	1,620	1,680	1,740	1,800-1,860	4	.....
...	3	1,620-1,680	1,740	1,800	1,860	1,920-1,980	.....	4
...	...	1,680-1,740	1,800	1,860	1,920	1,980-2,040	5	.....
...	4	1,800-1,860	1,920	1,980	2,040	2,100-2,160	.....	5
...	...	1,860-1,920	1,980	2,040	2,100	2,160-2,220	6	.....
1	5	2,000-2,100	2,200	2,300	2,400	2,500-2,600	.....	6
...	...	2,040-2,100	2,160	2,220	2,300	2,400-2,500	7	.....
...	...	2,200-2,300	2,400	2,500	2,600	2,700-2,800	8	.....
...	6	2,300-2,400	2,500	2,600	2,700	2,800-2,900	9	7
2	7	2,600-2,700	2,800	2,900	3,000	3,100-3,200	10	8
...	8	2,900-3,000	3,100	3,200	3,300	3,400-3,500	.....	.....
3	9	3,200-3,300	3,400	3,500	3,600	3,700-3,800	.....	.....
...	10	3,500-3,600	3,700	3,800	3,900	4,000-4,100	.....	.....
4	11	3,800	4,000	4,200	4,400	4,800	.....	.....
5	12	4,600	4,800	5,000	5,200	5,400	.....	.....
6	13	5,600	5,800	6,000	6,200	6,400	.....	.....
7	14	6,500	6,750	7,000	7,250	7,500	.....	.....
8	15	8,000	8,250	8,500	8,750	9,000	.....	.....
9	16	over 9,000	.....	.....	.....	.....	.....	.....

## Promotion

In the civil service there are four ways in which you may be promoted:

If you are qualified, you may be considered for a vacant position in a higher grade;

The job in which you are serving may accumulate additional duties and responsibilities which warrant a higher grade, making your job eligible for "reclassification";

You may receive an increase to a higher salary level in the same grade by reason of your length of service and efficiency, or a "within-grade promotion"; and

For particularly outstanding service on your job you may receive a "meritorious service" promotion granting you an additional pay increase within your grade.



## Through Vacancy

The resignation, transfer, or promotion of another employee or the creation of a new job through the addition of a new function to the work of your office may create an opportunity for your promotion to fill the vacancy.

To be promoted to a higher job through either a vacancy or a reclassification, which is described in the following section, you must meet certain requirements. You must establish your qualifications (you may be required to take an examination or submit experience records). If the salary of the proposed position is \$2,000 or less, you must have served at least 30 days in your present position, or one of like grade and pay in the Federal service. If the salary of the proposed position is higher than \$2,000, but not more than \$2,600, you must have served at least 90 days in your present position, or one of like grade and pay. If the salary of the proposed position is higher than \$2,600 and is \$300 or more but less than \$600 above the entrance salary rate of your present position, you must have served at least 6 months in your present position or one of like grade and pay. If the salary of the proposed position is higher than \$2,600 and is \$600 or more than your present entrance salary rate, you must have served at least 12 months in your present position or one of like grade and pay. When justified, certain exceptions to these length-of-service requirements may be made by the Civil Service Commission. Finally, in all probability, you will need the favorable recommendation of your immediate supervisor. Such a recommendation will be based in part on your efficiency in performing the duties of your original job. However, your ability to perform the more responsible job will probably be the deciding factor.

## Through Reclassification

In the changes which are taking place every day you may find that your job also changes. New tasks may be given to you; old tasks may be taken away. If the new duties added to your job are of substantially greater difficulty, the job itself may have changed enough to warrant its being reclassified. The salary attached to the job after the reclassification will be, of course, the salary of the grade to which the new class belongs.

However, if your supervisor assigns you to work of a higher level you should not expect to receive a higher salary immediately. He will wish to assure himself that you can perform the more difficult work satisfactorily before he officially assigns you to the higher position. It should also be noted that class limits are generally broad enough to allow your supervisor to vary your assignments considerably without getting your position into another class.

If you have any question about the classification of your position, you should consult your supervisor. You have the right to see a copy of your "job sheet" (the official description which forms the basis for the classification of your position). Just ask your supervisor, and he will show you a copy of it or direct you to an office where it is kept on file and will be shown to you.

You also have the right to appeal the classification of your position to higher authority if, after thoroughly discussing the situation with your supervisor and those responsible for classifying the positions in your organization, you believe that your job is incorrectly classified. Even if he disagrees with your contention, your supervisor will be glad to assist you in the procedure of conducting your appeal.

### Through Efficient Service

An employee who has given efficient service over a period of time and whose conduct is subsequently reported as satisfactory by proper administrative authority is promoted to the next salary step in the grade to which his position is allocated. These promotions are geared to the periodic efficiency ratings given to all classified employees in the Federal civil service.

Efficiency ratings are made out as of March 31 of every year for each classified employee who has occupied either a War Service Indefinite or a Permanent Civil Service position for more than 90 days during the year prior to March 31.

The supervisor's first task is to separate all the employees in the office into the different classes represented. He considers the ratings for all the employees of the same class at one time. Your rating, then, will normally be made at the same time as the ratings of all persons in your office who are performing approximately the same job. Your supervisor will rate you against the requirements of your job.

After he has compared your performance with the requirements of your job he will rate you as one of the following:

Excellent: Outstanding performance in all important phases of work assignments, with no deficiencies in any phase.

Very Good: Outstanding performance in most of the important phases, with no deficiencies in any phase.

Good: Adequate performance in most of the important phases with all deficiencies outweighed by outstanding performance in other phases.

Fair: Adequate performance in most phases with deficiencies not outweighed by outstanding performance in other phases.

Unsatisfactory: Inadequate performance in most of the important phases of work assignments.



After your supervisor has completed your rating he will submit it along with the others to the reviewing official who is the highest administrator acquainted with the details of your job. The reviewing official will then make his own evaluation of your services. Finally, the Efficiency Rating Committee, consisting of 3 or 5 members designated by proper War Department authority, will review the ratings and after approving or revising them determine the official adjective rating to be assigned you.

You will be officially notified of the rating which you received. The detailed review process insures adequacy and fairness in the final rating. However, if in your opinion some injustice has been done, you should contact your supervisor for an interview to enable him to explain the basis of your final rating. If you are still dissatisfied, you have the right to appeal the decision to higher authority.

With this understanding of the efficiency rating procedure we can consider periodic within-grade promotions.

The first requirement for receipt of a periodic within-grade promotion is that you must render 18 months' continual service if the salary steps in your grade have an increase of \$60 or \$100, and that you shall give 30 months' continual service if the salary steps within the grade are \$200 or \$250. During this period of work you must have received no equivalent increase in pay (except in the case of specially meritorious service as described on the next page).

All time in a leave-with-pay status, i. e., sick leave or annual leave is counted toward this 18 or 30 months. All the time in a leave-without-pay status up to 30 days may also be counted. All absence without pay between 30 days and 1 year cannot count toward the service, and if you are absent for longer than 1 year you must begin an entirely new waiting period. All time spent in the military service of the United States may be counted as time served on the job.

The second requirement is a favorable efficiency rating. If you are being compensated at one of the salary steps below the middle step for the grade your efficiency rating must be Good or better. If you are being paid at the middle of the grade or above, your efficiency rating must be better than Good. For example, a junior clerk-typist, CAF-2, who had served for 18 months at \$1,440 would have to have an efficiency rating of Good to get an increase in pay. A CAF-2, junior clerk-typist, serving at \$1,620 for 18 months would have to have an efficiency rating of better than Good; i. e., Very Good or Excellent.

Efficiency ratings also work in reverse from the standpoint of pay. An employee being compensated above the middle salary rate for his grade, who receives a rating of Fair, must be demoted one salary step, and an employee whose efficiency rating is unsatisfactory must be demoted a whole grade or dismissed from the service.

The final condition necessary for a periodic within-grade promotion is that the head of the department shall certify that during the waiting period your conduct has been satisfactory.

To summarize, if these three conditions are complied with:

18 or 30 months' waiting period with no equivalent increase in compensation

Necessary quality of efficiency rating

Certification of good conduct

you will be advanced one salary step until you reach the maximum salary of your grade.

Such salary increases are made effective at the first of each quarter, January 1, April 1, July 1, October 1. If an employee's waiting period is concluded on the second of July, his additional pay will not begin until the first of October.

### **Through Meritorious Service**

You can earn an increase in pay through especially meritorious service on the job. This is in addition to the periodic within-grade promotion at the end of your 18-month waiting period. Your supervisor may recommend this additional pay increase when you have shown initiative or resourcefulness of an unusual or distinctive character over and above normal job requirements.

You may be considered for this increase after you have been in the service 30 days, and only once such increase can be made during an 18- or 30-month waiting period. It is therefore possible for you to jump two salary steps in the same grade in the course of an 18- or 30-month period of service—one based on length of service and the other on especially meritorious service.

### **Ungraded Jobs**

If your job is not covered under one of the four services of the Classification Act (the P, SP, CAF, and CPC discussed on page 16), it falls in the Ungraded Service.

Ungraded jobs are studied and arranged in relation to each other in much the same manner that graded jobs are. The primary difference is in the method of determining the pay.

A survey is made in the community to determine the prevailing rates paid in that community for key jobs requiring like skills and difficulty points. When the wage level for the community has been determined

by this survey the rates for your jobs are set in accordance with that level. Another wage level is set about 10 percent below this community wage level at which new employees are hired, and a second level is established about 10 percent above the community level so that outstanding employees can be paid according to their abilities. Your immediate supervisor is responsible for determining your abilities on the job and for recommending the pay within the rate range that you receive for that job. He determines this either through a formal efficiency rating or by his general knowledge of your abilities.

In the final analysis your pay is determined by two factors: The going rate in the community for jobs requiring like skills, and the particular abilities you have demonstrated while you are on the job.

Such an evaluation system provides a ladder of promotion for the ungraded employee. When you get toward the top of the rate on the job you are doing and have proven your worth, you should consult your supervisor about what you should do to prepare yourself for the next higher job.

## **Leave**

Subject to the rules described below you may take time off from your job. It is important to remember that you must get permission from your supervisor before you take any time off.

Congress has provided two types of time off or leave with pay: Annual leave, generally used for vacations and necessary personal business; and sick leave, used when you are too ill to perform your regular work, or for visits to your doctor, dentist, or oculist for the purpose of examination or treatment.

## **Annual**

If your appointment is for more than 1 year you will earn annual leave at the rate of 2 days a month plus an additional  $\frac{1}{2}$  day at the end of each quarterly period of service ending in March, June, September, and December, or a total of 26 days a year. If your appointment is 1 year or less you earn  $2\frac{1}{2}$  days a month. You may accumulate annual leave to your credit up to 60 days and beyond that at the rate of 15 additional days per year to 90 days, the maximum.

During the war the Department has limited your annual leave. Your supervisor will tell you the number of days you may take at one time and the total number you may have in 1 year.



War transportation requirements may preclude the granting of leave during certain months of the year as well as during week ends.

If you transfer to a permanent position in another Federal department or agency your accumulated leave may be taken with you. If you go to a temporary position in another department, your leave cannot be transferred.

When you are separated from the service you are entitled to be paid for all unused annual leave.

## **Sick**

You earn sick leave at the rate of  $1\frac{1}{4}$  days each month or 15 days each year. Unused sick leave accumulates to your credit up to 90 days.

Sick leave is not intended to cover slight illness or indisposition not incapacitating you for the performance of your regular duties, but is for absence when you are too ill to work.

When too ill to report for work, have your supervisor notified by phone as soon as possible after the office opens.

When you return to work after a period of illness ask your supervisor for a sick-leave certificate form. If you have been absent for 3 days or less your signed statement may be accepted as a certification of the fact that during the period you were too ill to perform your work.

If you have been absent for more than 3 days, you must submit a certificate by a registered practitioner, showing that you have been under his care for the period of sick leave.

If you have used all your earned sick leave, your absence will be charged to annual leave, if you have any to your credit. If you haven't any annual leave to your credit, your absence may be considered as leave without pay. (See Without Pay, p. 32.)

## **Military Furlough**

If you enter military service you will be placed on military furlough, to remain on the civil-service rolls in a furlough status. If you make application within 40 days after honorable discharge from the military service, and if you are still qualified to perform the duties of the same or a similar position, you have a right to your old job. Temporary employees, however, cannot be placed on military furlough, since they are not eligible to have their jobs back.

If you are furloughed for military duty you may, upon application, be paid for your earned annual leave or you may allow it to remain to your credit to be used when you return.

## **Without Pay**

You may be granted leave of absence without pay when all your leave is exhausted. Also, if it is necessary for you to be absent from work for an extended period of time, leave without pay may be granted and your other leave saved to your credit for use when you return to work. Leave without pay will not be granted for a period longer than 12 months.

## **Court Witness**

If you are summoned to court as a witness, you must ask for annual leave unless you are subpoenaed to serve as a witness for the Federal or District Government. If subpoenaed, your pay will go on during your time in court without charge to annual leave.

## **Jury Service**

If you are called for jury service in any State court or court of the United States, you will not be paid the usual jury fee, but your regular salary will be paid during your period of jury duty, without charge to annual leave.

## **Separation**

Separation is a term used generally to describe termination of employment with the Government.

## **Discharge**

Your first year of service as a War Service appointee is a probationary or trial period during which you may be separated at any time if your services prove unsatisfactory. After you have completed your trial period, however, you acquire all the protection against arbitrary discharge which is given to a permanent civil service employee. The employing officer is required to give you notice in writing stating the reasons why the discharge action is pending. He must then allow you a reasonable length of time in which to reply to the charges. After an adequate length of time is allowed for reply, the employing officer is privileged to recommend that you be discharged.

There is one circumstance under which War Service appointees who have successfully completed the 1-year trial period may be removed without prior opportunity to reply to formal charges. By act of Congress, the Secretary of War may summarily remove an employee when such action

is warranted by the demands of national security. In such cases, the discharged employee will be informed of the reasons and will have a certain period of time to answer charges.

## **Resignation**

If you want to resign you must submit a written notice of resignation to your supervisor that explains the reason for your resignation and the last day on which you will work. You are required to give notice of your intent to resign at least 15 days or one complete pay period in advance.

If special circumstances require your immediate resignation, you should submit evidence indicating that your employment must be terminated prior to the expiration of the required period of notice. For example, if you present a doctor's certificate proving disability or if you can show proof of assignment to active duty in the armed forces, the 15-days' notice is not mandatory.

If your resignation appears to be for personal reasons which are well-grounded, your resignation will be accepted, and your service record will be clear. If it appears that your resignation is tendered to avoid the consequences of misconduct or is detrimental to the service, a report to that effect will be forwarded to the Civil Service Commission for notation on your service record.

## **Refund of Retirement Deductions**

If you should be separated from the service, you may, upon application to the Civil Service Commission, receive a refund of your retirement deductions.

If you have served more than 5 years only the contributions withheld before January 24, 1942, will be refunded.

If your record is good and your separation was involuntary (because of a reduction in force, for example) you receive all your contribution plus interest.

If your separation was due to voluntary reasons, or to discharge for misconduct, you receive your contributions plus interest but minus \$1 a month. This is a charge to defray the cost of administering the retirement fund.

If you receive a refund and subsequently are reemployed by the Government, you may redeposit the refund. This may be done on the partial payment plan. You will have a larger monthly annuity payment when you do retire.



## Reemployment

If you have been involuntarily separated, you may apply for entry of your name on the reemployment list at any time within 1 year. An employee who receives notice that his separation is to be effective within a 3-month period of time may also have his name entered upon that register. He will be required to fill out the application form furnished by the Civil Service Commission and have it authenticated by the department, in which he is employed.

His name will then be entered on a list as eligible for any position, the duties of which he has been performing for a substantial period at the time of his separation or within 1 year previous to the separation. In addition, he will be considered eligible for any position for which he was qualified in examination and for which the Commission may find him qualified at the time of entry of his name on the list. Names will be certified from the top of the list to fill vacancies occurring in the executive civil service before names are certified from new open competitive registers.

## Suspension

Regulations permit an employing officer to suspend an employee without pay during the time when charges are prepared and the employee's reply is being received. These suspensions without pay may extend for a period as long as 90 days, and may be further extended with the approval of the Civil Service Commission. Suspension without pay is also a means available to a War Department official for disciplinary action.

## Transfer

The war makes imperative the best possible use of manpower. You have taken a job with the War Department—the Department that has one of the greatest responsibilities to our country—which wishes to use your talents and skills to their fullest extent. However, uncontrolled transfer of personnel could damage the war effort by leaving jobs unfilled and slowing up work.

Transfer between Federal agencies, your release to accept a position in private enterprise, and the granting of reemployment rights in the event of transfer are controlled by the Civil Service Commission and directives issued by the Chairman of the War Manpower Commission under Executive Order 9243 of the President, September 12, 1942. You may obtain full particulars from your personnel office.

If you should wish to transfer to another force of the War Department, you must obtain permission from your superior officer.

The Civil Service Commission can authorize releases for the transfer of civilian employees to essential war activities carried on by a private enterprise. If you are released in this way, you will be put on leave without pay from your War Department position for the period of your employment with the private concern until 6 months after the end of the war.

If the Civil Service Commission, in reviewing the case, decides that your services will be more valuable in the new position, it will grant you reemployment benefits. They entitle you to be reemployed in the agency from which you were transferred within 30 days from the time of your separation from your War Service position, if you were a permanent civil-service employee.

If you were a War Service Indefinite employee you are authorized then to have your name entered on a reemployment list as eligible for any position the duties of which you have been performing for a substantial period of time. Your name will be certified from the top of the list to fill vacancies in the Federal service before names are certified from new open competitive registers.

## **Retirement**

Civil-service employees are protected against old age when they may be unemployable and needy. War Department employees are covered by retirement laws unless temporary appointees for 1 year or less, special employees who work intermittently, and employees or consultants paid on a contract or fee basis. If you are covered by the retirement laws, a deduction of 5 percent will be made from your salary every pay day. This deduction does not apply to your overtime pay. Your personnel office will be glad to tell you how much is deducted on each check.

Your money in the retirement fund draws 4 percent interest as long as you are on the pay roll in an active or furlough status. If you are separated from the civil service, money left in this fund will earn 3 percent a year. As savings, some employees make voluntary deposits over and above the 5-percent pay deduction. These voluntary deposits may be made in multiples of \$25. But you cannot put in more than 10 percent of your basic annual salary. Interest on voluntary deposits is 3 percent a year.

If you have served 15 years or more you may retire at 62; if 30 years, at 60. You must retire at 70 if you have completed 15 years of service unless the head of the department specifically requests that you be retained on the job. If you have not completed 15 years' service at the age of 70, you may be continued in your job until the 15 years are up.

If you have served 30 years or more you may retire at any time after reaching the age of 55, but your annuity will be less than at 60. The amount of retirement benefits depends on how long you have served and how much you have paid into the fund.

## **Disability Compensation**

If injured in the performance of duty you are entitled to medical, surgical, and hospital care under the provisions of the United States Employees' Compensation Act. The act also provides for compensation during the period of disability if you are on leave without pay.

Compensation is not paid if the injury is caused by willful misconduct, intoxication, or intention to cause the injury. Compensation is determined by the employee's monthly salary and the degree of disability. If you sustain a permanent disability which totally disables you, compensation is payable until death. Benefits are also provided for the dependents of an employee who dies as a result of an injury received in the performance of his duty.

If you are totally disabled and have served 5 years in the Government service, you may receive an annuity under the provisions of the Civil Service Retirement Act upon proof of total disability from useful service without regard to the age attained. The disability may occur either on or off the job. Annual medical examination is required unless the disability is permanent in character. You may not receive benefits from both plans.

It is important to remember that if you are injured in the performance of your duty you should immediately give written notice to your official supervisor. Unless written notice of the injury is given within 48 hours or unless your supervisor has actual knowledge of the injury compensation may be refused.

## **Dual Compensation**

You cannot hold a second job paid from Government funds if you earn more than two thousand per year by having two jobs. However, you can work in private industry if your outside job does not interfere with your efficiency in the War Department.



## RESPONSIBILITIES

### Badges and Passes

Admission to War Department establishments is limited to Army personnel, civilian employees, and persons on official business. As a civilian employee you will probably be given an identification tag or badge permitting you to pass in and out of the place of your employment. You will have to show it to the guards. Restrictions are placed on packages which you may carry into your place of employment.

### Confidential Information

Military information is of value to the enemy. The enemy has agents to ferret out items and piece them together.

The War Department knows you would not willingly allow confidential information to reach hostile hands. The only way to make sure you do not is to refrain from discussing War Department affairs with family, friends, acquaintances, or even fellow employees except in the line of duty in the War Department. Careless talk in busses, trains, restaurants, bars, and even private homes transmits information to the Axis.

Don't try to impress others with your own inside information. It may be hard at times to avoid mentioning a particularly exciting piece of work you have done. It may be even harder to keep quiet about some daring move our troops are about to execute or some large shipment of supplies about which you have knowledge. Resist the temptation to talk about these things. Every incautious word imperils the lives of our soldiers.

If in the course of your duties you are requested to handle information classified as Secret, Confidential, or Restricted, you should remember the following Army regulation:

"Whoever, in time of war, with intent that the same shall be communicated to the enemy, shall collect, record, publish, or communicate, or attempt to elicit any information with respect to the movement, numbers, description, conditions, or disposition of any of the armed forces, ships, aircraft, or war materials of the United States, or with respect to the plans or conduct or supposed plans or conduct of any naval or military operations, or with respect to any works or measures undertaken for or connected with, or intended for the fortification or defense of any place, or any other information relating to the public defense, which might be useful to the enemy, *shall be punished by death or by imprisonment for not more than thirty years.*"

## **Political Activities**

Government service is intended to be nonpartisan. As an employee of the Federal Government you are required by law not to use your official position to advance the political aspirations of any party.

Certain types of political activity are expressly forbidden: Serving on or for any political committee, party, or other similar organizations; taking active part in any political campaign, being associated with any publication which prints political articles; becoming a candidate or holding any office, Federal, State, or local; or serving as an officer in a political club.

The general implication of these provisions is that you must refrain from taking active part on any political issue. Certain other activities are considered permissible. You have the right to express an opinion on public matters in private. You have the right to vote. You may belong to a political club, make contributions to political organizations, or be a spectator at political meetings. Because you are a public servant, however, you must surrender the opportunity of attempting to exert political influence toward other persons in public places. The penalty for violation is removal from service.

## **Soliciting and Canvassing**

Civil-service rules direct that an employee shall not give money for a gift for any superior official in his office. Nor shall any official receive any gift offered to him by employees receiving smaller salaries than himself. Violation may lead to summary discharge from Government employment.

You must be specifically authorized to solicit contributions for a cause in the War Department. Representatives have been appointed in all offices to solicit for recognized charitable organizations and union membership.

## **Use of Mail and Telephone**

The Post Office Department carries official Government correspondence free. Envelopes bearing the caption "Official Business" are provided for official correspondence. No postage is needed on these envelopes. You are not to use official business envelopes for your personal correspondence. If you violate this rule you are liable to fine.

Do not have personal mail sent to the office. You are urged to give your acquaintances your home address. This will allow the War Department to center full attention on its voluminous official mail.

Telephones in offices are to be used for official business. It is imperative that these telephone facilities be left open for necessary conversation. Pay phones are available for personal calls.

## **Payment of Debt**

You should take care not to contract obligations which you are unable to meet within a reasonable period of time. Any employee who contracts a debt and then wilfully, without sufficient excuse or reason, neglects or avoids payments, will be discharged as unfitted for Department employment.

## **Air Raid Precautions**

War Department buildings have air raid wardens and assistants responsible for seeing that you observe air raid and black-out precautions. Instructions explaining the signals and procedure are posted in prominent places. It is your responsibility as an employee to become thoroughly familiar with your instructions issued by the wardens and to comply with them strictly.

## **Employee Suggestions**

Suggestions from over 1,000,000 War Department civilians can increase the production of new materials and weapons. You men and women are close to the job—your constructive thinking can produce these needed "Ideas for Victory." You get paid \$5 to \$250 or even more for every acceptable suggestion sent in.

There is no limit to the number of ideas you can submit. Each gets separate and complete attention. Idea blanks are on hand at all suggestion boxes with full instructions. If the box is out of blanks use plain paper. Merely write the suggestion clearly and briefly, make a sketch if necessary, and drop it in the box or mail it to your local suggestion committee.

Submit suggestions on how to conserve critical material; decrease cost without lowering quality; speed production; improve plant operations that will benefit health and all-around fitness; eliminate bottlenecks, fire and accident hazards, duplicating and unnecessary hand or machine operations; utilize material now scrapped; eliminate unnecessary forms and procedures.

Whatever the suggestion, regardless of how insignificant, in your opinion, submit it.



## Civilian Service Emblems

Civilian employees of the War Department are eligible to receive service emblems in recognition of their contribution in the successful prosecution of the war. There are three emblem awards, bearing the insignia of the forces and departmental services. The emblem for Civilian Service is presented after a period of 6 months' satisfactory service. The emblem for Meritorious Civilian Service is presented for outstanding achievements worthy of special recognition. The emblem for Exceptional Civilian Service is presented for extraordinary service within and beyond the call of duty; this award is made by the Secretary of War, and is the highest made by the War Department to its civilian employees.

## After the War?

At the conclusion of the war, governmental budgets, particularly those which now finance the War Department, will be drastically curtailed. Undoubtedly thousands of jobs which now exist will be discontinued because of lack of funds. Many employees will be forced to look for jobs elsewhere.

The general order in which employees will be released will be: *First*, War Service Temporary appointees; second, War Service appointees serving a trial period; third, War Service Indefinite appointees; fourth, permanent civil-service employees. Order of release within each category will depend on a point system based on the employee's efficiency ratings and length of service. If you received military preference in appointment you are entitled to similar preference for retention in the service at the time of reduction.

## APPENDIX

### Employee Relations Policy

January 31, 1943.

#### ADMINISTRATIVE MEMORANDUM No. W-6.

Subject: Employee relations policy for War Department employees.

It is the policy of the War Department to establish and maintain a total working environment in which the whole series of the experiences of the individual in his daily job will be most conducive to the stimulation of his best endeavor. Toward that end certain basic principles on which the War Department's practices have always been founded are here set forth in order to assure the continuation of mutually satisfactory relationships. It must be recognized that the War Department is subject to statutes and regulations which govern the administration of civilian employment and that its policies therefore must be formulated in accordance therewith.

1. The War Department will make no discrimination in favor of or against an employee because of race, sex, color, religion, creed, national origin, or political or other affiliation (except as may be required by law).

2. All appointments will be made in accordance with Civil Service laws, which provide for the selection of applicants on the basis of merit and approved qualifications.

3. Following initial placement, if employees are found to be unsuited for the duties to which assigned, an effort will be made to find other work for which they are better suited. It is the intention of the Department to review the skills of employees to the end that maximum utilization of such skills be had. In this connection planned programs of transfer will be established in order to utilize employees' abilities to the maximum, and to allow consideration for the immediate needs of their personal adjustments.

4. As vacancies occur, it is the intent of the Department to promote those with suitable qualifications from within the same organizational structure where possible. In order that employees may achieve their maximum growth and advancement, training programs are established to give employees the opportunity to prepare themselves for positions of more responsibility.

5. It is the intention of the Department to insure, so far as possible, compensation consistent with the principle of equal pay for equal work through the utilization of the Classification Act of 1923, as amended, wage boards, and other wage fixing authorities.

6. It is the intention of the Department to provide safe, pleasant, and healthful working conditions conducive to maximum efficiency and consistent with emergency needs and conditions of the war. Comprehensive safety programs will be instituted to insure full protection to employees on the job. It is likewise the intention of the Department to provide such medical and health education services as are needed to assist employees to maintain optimum health. Medical attention as a result of accidents arising out of and in the course of employment will be provided and compensation paid as specified by law.

7. The Department will encourage the establishment and expansion of counseling services that are designed to implement the employee relations policies herein described by assisting both supervisors and individual employees in effecting satisfactory adjustment on the job. Counseling services are also available to employees to assist them in matters of personal welfare, recreational, social, and educational needs. Through close coordination with other personnel services within the Department and with various community organizations, counselors are able to serve the interests of employees both at their work and away from their work.

8. The Department recognizes the need for coordination of the thinking of all levels of administration so that policies and policy interpretation may be correct and as uniform as possible throughout the organization and to provide a continuous flow of information up and down the supervisory line leading to the Secretary of War. It is recognized that joint conferences between the various administrative staffs are valuable in order to provide this coordinated thinking, in order to improve the efficiency, working conditions, and well-being of employees, and to insure the successful prosecution of the aim of the War Department. To this end such conferences for the free interchange of ideas on matters of mutual interest will be encouraged. Such conferences will be conducted as an integral and important part of the supervisory training program for the Department, the machinery for which is now being developed.

9. The employees of the War Department have an obligation to support and defend the Constitution, to carry out the duties of their positions to the best of their ability, to conduct themselves during and outside working hours in a manner which will reflect credit on the Department, and to manifest a cooperative spirit in their relations with their fellow employees and supervisors.



10. It is the intent that employees be treated fairly in all respects, and those who feel that they are not so treated are privileged to discuss freely and settle their problems with their supervisors. Failing satisfactory conclusions through such means, grievance machinery should be utilized. Procedures for such appeals will be established.

11. Employees have the right to join or refrain from joining any group or union which has for its purpose the bettering of conditions of employees with relation to their employment, without interference, coercion, restraint, or fears of discrimination or reprisal because of such membership or nonmembership. This right may be exercised individually or collectively through committees of employees selected by the employees themselves. In addition to this right of employees, it has been the long established practice of the Department to give consideration to petitions or presentations not only when received from employees direct, but also when received from representatives of groups of which the employees are members; also to allow canvassing of employees at the station of employment to join employee organizations when the canvassing is conducted outside of working hours, subject to proper maintenance of work schedules and administrative feasibility. Wherever feasible, official leave will be granted to union representatives for the purpose of attending conferences with administrative officials. The standing of employees who are members of such unions will not be affected so long as their loyalty to the Government service, together with the ability to perform their duties, is assured.

12. All policies defining the position and attitude of the War Department on personnel administration will be made known in order that all employees may be fully informed as regards their rights and obligations.

(AG 230 (1-31-43) WD-MP-FH)

By order of the Secretary of War:

(s) John W. Martyn,  
JOHN W. MARTYN,  
*Administrative Assistant.*

OFFICIAL:

J. A. ULIO,  
*Major General,*  
*The Adjutant General.*